

Case Western Reserve University

Date Accessed: 11/18/2013

Modified Workload Policy, <http://www.case.edu/president/facsen/frames/handbook/leaveofabsence.htm>

Definition of Modified Workload

- The usual workload as described in the faculty member's appointment would be reduced to 50% or 75% for a period ranging from one semester to two years.
- In limited circumstances, a Modified Workload Agreement may be renegotiated or extended beyond its original end date with the unanimous agreement of the department chair, the dean, and the provost.

Eligibility

- Full-time faculty members who are tenured, in the tenure track, or in the non-tenure track, with extenuating circumstances of serving as the primary caregiver 1) for a child who requires care beyond basic parenting or 2) for another family member or other person whose care requires a significant time commitment.

Process of Obtaining Modified Workload

- Request, in writing, a temporary modification in workload.
- The request is then reviewed by the department chair and dean who may, in their discretion, approve the Modified Workload Request if they agree it is appropriate and not burdensome to the University, school and department.
- If the request is approved, it shall be documented in writing as a Modified Workload Agreement.

Salary and Benefits Provided During the Modified Workload

- There will be a corresponding reduction in compensation, and benefits that are not proportional to salary, such as health insurance, will be continued as if the faculty member were full-time.

Requirements to Receive a Modified Workload

- The request for a modified workload must include requirements and expectations for teaching, advising, research/scholarship and service.
- The request must state the date the faculty member is expected to return to their normal workload.
- The faculty member may be asked to submit supporting documentation for a Modified Workload Agreement. To the extent that medical information is provided, such information will be maintained by Human Resources.
- If an extension of a pre-tenure period is included in the Modified Workload Agreement, the period and terms of that extension must also be stated in writing.
 - The cumulative total of all pre-tenure extensions may not exceed three years, except for pre-tenure extensions based on the birth or adoption of each child.
- Any Modified Workload Agreement must be unanimously agreed upon by the faculty member, the department chair, the dean, and the provost.

Cornell University

Date Accessed: 11/20/2013

No evidence was found of a modified workload policy specifically for returning from maternity/parental leave, but they do have several flexible work arrangement options. It does not specify if they can or cannot be used following parental leave. https://www.hr.cornell.edu/life/support/flexible_arrangements.html and

http://www.dfa.cornell.edu/cms/treasurer/policyoffice/policies/volumes/humanresources/upload/vol6_6_13.pdf

Flex/Alternative Work Schedule and Compressed Work Week

Definition

- *Flex/Alternative Work Schedule*: A scheduling arrangement that permits a variation from the employee's core hours in starting and departure times, but does not alter the total number of hours worked in a week.
- *Compressed Work Week*: Work a traditional 35-40 hour workweek in less than five workdays.

Eligibility – not specified

Process of Obtaining Flex/Alternative Work Schedule

- Faculty members should consult with their department head (or their designee). Approval of a flex/alternative work schedule is at the discretion of department heads or their designees.
- It is recommended that agreed-upon flextime arrangements be implemented on a trial basis. A trial period will give everyone the opportunity to evaluate the effectiveness of the flextime schedule. Flextime schedules can be modified as needed.
- To ensure that management and staff have a mutual understanding of the specifics of the flextime schedule, it should be put in writing. Any modifications in the schedule may be made only with the prior consent of management.

Salary and Benefits Provided During the Modified Workload

- Salary remains the same.
- A staff member on a flextime schedule who is granted paid leave time, such as vacation or health and personal leave, will deduct the number of hours scheduled to work on the day(s) off.
- As a regular staff member, one will receive prorated pay equal to 1/5 of his or her standard workweek for a university holiday.

Requirements to Receive a Modified Workload – not specified.

Job Sharing

Definition of Flexible Work Schedule

- Regular part-time work in which two people share the responsibilities of one regular, full-time position.
- These positions are regular part-time and as such must involve at least a 50% commitment.

Eligibility – not specified

Process of Obtaining a Job Sharing Arrangement

- Submit a written proposal to the appropriate supervisor. The proposal must include the following; reason for the request; advantage to the unit; proposed work plan; proposed schedule; plan for communication/cooperation (how the team members will communicate with each other, with management, and with co-workers); plan for continuity (e.g., will the team members be willing to fill in for each other or want to be able to trade work schedules); other (e.g., when does the staff member want to start?)
- The time commitment of each of the two individuals participating must be at least 20 hours per week.
- The supervisor will review the written proposal and meet with you in a timely manner to discuss it in detail. This discussion may include ways in which the proposal may be modified to meet business needs.
- If a job-share arrangement is approved, you will be provided with a Flexible Work Arrangement Agreement form (see Forms). You must review it before starting the arrangement.
- If a job share arrangement is not approved, management will provide you with a brief explanation. A negative decision is not a grievable action.

Salary and Benefits Provided During the Job Sharing Arrangement

- Benefits eligibility for those participating in job sharing will be the same as for all regular part-time staff.
- If granted paid leave time such as vacation or health and personal leave, will deduct the number of hours scheduled to work on the day(s) the time off is taken.
- Regular staff members receive prorated pay equal to 1/5 of their standard workweeks for university holidays.

Requirements to Receive a Job Sharing Arrangement – see process section

Flexplace/Telecommute

Definition – Work at home or another off-site location, for a specified number of hours per week, and for a pre-set, limited duration.

Eligibility – not specified

Process of Obtaining Modified Workload

- Identify need or opportunity for flexplace. If an employee's work place will be outside NYS, see HR's *Guidelines for Working Outside New York State* (pdf) – staff member or management
- Assess whether work can be performed via flexplace – staff member and management
- Determine whether flexplace is appropriate and will be pursued – management
- Outline an initial draft of the Flexible Work Arrangement Agreement form and discuss details and implications with the department/unit head and/or the unit's human resource manager – staff member and management
- Review the Flexplace Safety Checklist to consider whether the proposed off-site work setting is conducive and appropriate to work requirements and meets accepted health and safety standards. – Staff member
- Finalize the review and approval of the Flexible Work Arrangement Agreement form – supervisor, dept./unit head, dean, director, and/or local HR representative

- Review implementation and performance on a regular and appropriate schedule. Introduce modifications to the arrangement, if needed, to ensure that the arrangement supports both Cornell and staff member objectives. Work continuously to resolve conflicts that arise. – Staff member and management
- Inform department/unit managers regularly of status and issues as they pertain to the flexplace arrangement. Keep regular lines of communication open with the on-site co-workers of the staff member. – Supervisor
- Discuss continuation or discontinuation near the end of the arrangement's term. An extension of the arrangement must be approved and documented by all involved parties. Discontinuation may be elected by staff or management at any time during the arrangement, with reasonable notice. – Staff member and management
- Finalize review and approval regarding the continuation of the flexplace arrangement, or confirm discontinuation. – Management and/or local HR representative

Salary and Benefits Provided During the Modified Workload – Benefit status will not be affected by participation in flexplace so long as the workplace is in the United States.

Requirements to Receive Flexplace/Telecommute

- The individual should have excellent time-management skills and a demonstrated history of satisfactory, independent work performance.
 - A separate work area must be designated in the off-site setting for flexplace. This area must be conducive to working productively, and must meet accepted health safety standards.
 - All flexplace arrangements must conform to the overtime, record keeping, and meal break provisions of the Fair Labor Standards Act (FLSA) and where relevant, New York State labor law.
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Lehigh University

Date Accessed: 11/20/2013

Human Resources Policies: <http://www.lehigh.edu/~inhro/policies.html>

No evidence was found of return workload policy, or any type of flexible work policy beyond FML (see maternity benchmarking study).

Northeastern University

Date Accessed: 11/20/2013

Human Resources Management Benefits: <http://www.northeastern.edu/hrm/benefits/index.html>

No evidence was found of return workload policy, or any type of flexible work policy.

Purdue University

Date Accessed: 11/21/2013

There is no evidence of a return workload policy after parental leave, and there is no evidence of a university wide flexible work program. The College of Engineering does have a Flexible Workload Assignment policy, which is described below. https://engineering.purdue.edu/Engr/AboutUs/Administration/AcademicAffairs/Policies/flexible_workload.html

Definition of Flexible Workload Assignment for Faculty Responding to External Events

- A clear definition or description is not provided beyond “redistribution of a faculty member’s workload”.

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Eligibility

- Workload redistribution is available to any faculty member who encounters “qualifying circumstances.”
- Examples of “qualifying circumstances”: arrival of a new child in a family; assuming responsibility for care of a sick or elderly relative; transitioning through a period of adjustment following illness, being on-call for response to natural or man-made disasters, participating in community or state projects that are not directly related to scholarly activity, but relates to the engagement mission of the university.

Process of Obtaining Flexible Workload Assignment

- A written request from a faculty member to his/her Head, with a copy to the Associate Dean for Academic Affairs is the normal method to invoke the policy.
- When the onset of the “qualifying circumstances” can be predicted, the request should be made as early as possible to facilitate smooth running of the School/Department’s academic program.
- One of the roles of a Head is to mentor and advise his/her faculty members, therefore, when a qualifying event is known to exist, the Head should actively encourage the faculty member to initiate this process.
- The decision on the request and the nature of the workload redistribution should be determined case-by-case by the Head, in consultation with the Associate Dean of Academic Affairs.
- It is the responsibility of the Head in consultation with the Associate Dean of Academic Affairs to ensure that all requests are handled fairly, compassionately, and without the imposition of any formal or informal sanctions or penalties on the requestor.

Salary and Benefits Provided During the Flexible Workload Assignment – not specified

Requirements to Receive a Flexible Workload Assignment – not specified

Rensselaer

Date Accessed: 11/25/2013

There is no evidence of a return workload policy after parental leave, or a university wide flexible work program. The parental leave policy does include the option of an additional semester of teaching relief at half pay.

University of Buffalo, SUNY

Date Accessed: 11/25/2013

There is no evidence of a return workload policy after parental leave, or a university wide flexible work program.

Syracuse University

Date Accessed: 11/25/2013

There is no evidence of a return workload policy after parental leave. The university does have a several flexible work policies, described below. http://supolicies.syr.edu/emp_ben/flex_work.htm and <http://humanresources.syr.edu/worklife/fwa.html>

Definition of Flexible Work Arrangements

- *Flextime*: The easiest to implement and most widely used arrangement, flextime allows for flexibility in arrival, departure and/or lunch times.
- *Telecommuting*: Telecommuting allows eligible staff to work from remote work sites, either full or part-time.
- *Compressed Work Schedules*: This FWA allows eligible staff members to work longer hours each day in order to have time off during another normal work day. The most common compressed workweek is a four-day, 10-hour schedule.

Eligibility – Benefits eligible staff employee or supervisor.

Process of Obtaining Flexible Work Arrangements

- Review the Flexible Workload Policy on the Syracuse University Policies website as well as the procedures (summarized below) on the Human Resources website.
- Procedures:
 - Employees should initiate the conversation with their supervisor, consulting with HR.
 - After this initial discussion, employees should submit the FWA proposal to their supervisor.
 - Supervisors then schedule a meeting with the eligible staff member to discuss the proposal, including job responsibilities, any concerns/issues, benefit and pay implications, and a decision making timeline.
 - Employees then fill out Section II of the FWA Proposal with their supervisor.
 - Supervisors review and communicate their decision to the employee; if approved payroll documents will be completed and the FWA proposal submitted to Human Resources.
 - A trial period and evaluation schedule is then established.

Salary and Benefits Provided During the Flexible Work Arrangements – not specified.

Requirements to Receive a Flexible Work Arrangements

- As a condition of being allowed to work from home as part of a flexible work arrangement, eligible staff must abide by all University policies, including but not limited to the University's Guidelines for Ergonomic Workspaces; Hazardous Materials Considerations and Prohibitions; Computing and Electronic Communications, and Secure Remote Access policies; Health Insurance Portability and Accountability Act ("HIPAA") Policy; Family Education Rights and Privacy Act (FERPA); and all policies that relate to confidential information; and take all other steps requested by the University in order to protect its interests and facilitate eligible staff working from home.

Virginia Polytechnic Institute and State University

Date Accessed: 11/25/2013, http://m.provost.vt.edu/faculty_affairs/faculty_work_life_policies.html

There is no evidence of a return workload policy after parental leave, but it does have a modified duties policy.

Definition of Modified Duties

- Since the circumstances may vary widely for faculty members at different stages of their careers and with different family and workload situations, this policy does not prescribe the exact nature of the accommodation.

- In many cases, it may be a reduction or elimination of a teaching assignment while the faculty member continues to meet ongoing, but more flexible research and graduate student supervision obligations.
- In general, the commitment is to work with a faculty member to devise a modified workload and schedule that enables the faculty member to remain an active and productive member of the department.

Eligibility – All tenured and tenure-track faculty members.

Process of Obtaining Flexible Workload Assignment – not specified.

Salary and Benefits Provided During the Flexible Workload Assignment – There is no reduction in salary, benefits are not specified.

Requirements to Receive a Flexible Workload Assignment – Full time responsibilities are necessary.

Michigan State University

Date Accessed: 11/25/2013, <http://www.hr.msu.edu/flex/>

There is no evidence of a return workload policy for parents, however MSU does have flexible work arrangements.

Definition of Flexible Work Arrangements

- *Compressed Work Week*: A program designed to allow eligible full-time staff members to work longer scheduled days of work with the intent of working fewer than 10 work days in each bi-weekly pay period.
- *Flex-time*: A program designed to allow staff to work “core hours” with either early or late beginning/ending of the workday.
- *Job-Sharing*: A program in which two people share a position, each working part of the week.
- *Telecommuting*: A program designed to allow staff to work a portion of their normally scheduled work hours from a remote location.
- Flexible Work Arrangements ARE: Flexible, they include variations in when, where, and/or how work is done
- Focused on overall business goals, rather than case-by-case accommodations to individuals; Planned and predictable; Structured to emphasize the long-term rather than the short-term
- Flexible Work Arrangements ARE NOT: An entitlement or reward; A secret arrangement or special deal; For every employee or every job

Eligibility – not specified.

Process of Obtaining Flexible Workload Assignment

- Think through which flexible schedule options will meet both your needs and the needs of your unit.
- Discuss your interest in a flexible work arrangement with your supervisor/manager.
- Ask for assistance or guidance from Human Resources and or the MSU Family Resource Center.
- Seek advice/suggestions from other individuals who are working a flexible schedule.
- Consider how the arrangement you are considering would impact your work and the work of your colleagues and include their feedback and needs in your considerations.
- Prepare a proposal and schedule time to discuss it with your supervisor.
- Discuss your proposal with your supervisor and work out a mutually agreeable arrangement.

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- Make sure you and your supervisor have clarified all details or concerns and hold the same expectations.
- Try out the new schedule as a pilot arrangement. Monitor the success and challenges together, and evaluate the arrangement periodically with your supervisor.

Salary and Benefits Provided During the Flexible Workload Assignment – not specified.

Requirements to Receive a Flexible Workload Assignment – not specified.

North Dakota State University

Date Accessed: 11/25/2013

There is no evidence of a return workload policy for new parents, or any flexible work arrangement policy.

University of Wisconsin Madison

Date Accessed: 11/27/2013, <http://www.ohr.wisc.edu/polproced/fambroch.pdf>

UWM's return workload policy is described below. There is no evidence of specific flexible work arrangement policy.

Definition of the Return Workload Policy

- The University recommends that faculty, academic staff, and Limited appointees be permitted to return on a part-time basis (permanently or for a limited period of time) or on a different schedule than usual after the birth or adoption of a child in the first year as long as it is consistent with work obligations.

Eligibility – not specified.

Process of Utilizing the Return Workload Policy – Submit a request to your department, who will work with you, in conjunction with the Dean's office, to work out an agreement.

Salary and Benefits of the Return Workload Policy

- An unpaid leave of absence or part-time work can have a significant effect on your benefits.
- For example, depending on the length of the leave (or even the time of year for those on nine-month appointments) you may be required to complete a form and write a check for your portion of premiums due in order to maintain your benefits during the leave.
- Therefore, you are strongly encouraged to contact your department benefits coordinator before you make any decisions to take unpaid leave or work part-time.

Requirements to Utilize the Return Workload Policy – not specified.

Carnegie Mellon University

Date Accessed: 11/27/2013, <http://www.cmu.edu/policies/FacultyPolicy.html>

There is no evidence of a return workload policy or any type of flexible work arrangement policy.

Clarkson University

Date Accessed: 11/27/2013

There is no evidence of a return workload policy or any type of flexible work arrangement policy.

Drexel University

Date Accessed: 11/27/2013

There is no evidence of a return workload policy, though Drexel does have flexible work arrangement policies such as compressed work schedule, flex schedule, job share, and telework.

Gallaudet University

Date Accessed: 11/27/2013

There is no evidence of a return workload policy, though Gallaudet does have a flextime option to have non-traditional start and end times to the work day.

Illinois Institute of Technology

Date Accessed: 11/27/2013

There is no evidence of a return workload policy or any flexible work arrangement policies.

Kettering University

Date Accessed: 11/27/2013

There is no evidence of a return workload policy or any flexible work arrangement policies.

Massachusetts Institute of Technology

Date Accessed: 12/10/2013, <http://web.mit.edu/policies/7/7.5.html>

MIT has a Faculty Teaching Relief policy (described below), and in their Parental Leave policy they specify that a supervisor may agree to have a full-time employee return on a part-time schedule if it is mutually convenient; if so, the new schedule must be at least 50 percent of a normal work week. MIT also has a range of flexible work arrangements (compressed work week, flextime, job-sharing, part-time work, personal or family leaves, telecommuting) which can be found here http://hrweb.mit.edu/system/files/all/worklife/flexible_work_arrangements.pdf.

Definition of the Faculty Teaching Relief Policy

- Faculty members, regardless of gender, will be released from teaching and administrative duties for one semester at full pay, but they will continue to be expected to fulfill their thesis-advising responsibilities and sustain their research program.
- Faculty members can take advantage of this policy in any term they choose within one year after the arrival of a child.

Eligibility – faculty members with a newborn child or a child newly placed with them for adoption or foster care.

Process of Utilizing the Faculty Teaching Relief Policy

- Faculty should notify their department heads in writing that they will spend the majority of their academic time on the care of the child over the period of the release.
- Such notification must be made as far in advance of the leave as possible (normally one semester's notification is required) so that steps can be taken to cover the faculty member's teaching obligations.

Salary and Benefits of the Faculty Teaching Relief Policy – full salary for the semester, benefits not specified.

Requirements to Receive Faculty Teaching Relief

- Institute rules on outside professional activities for full-time faculty will remain in force for those on such release.
- It is expected that, normally, faculty will not increase their usual outside professional activities.

New York University

Date Accessed: 12/10/2013, <http://www.nyu.edu/faculty/governance-policies-and-procedures/faculty-handbook/the-faculty/other-faculty-policies/leave-of-absence.html>

NYU has a Workload Relief Policy.

Definition of the Workload Relief Policy

- One semester of workload relief from classroom teaching and administrative committee work or two semesters of half relief from such duties based on the individual's normal yearly workload at full salary.
- Workload relief is not considered a leave as faculty members are expected to make themselves available to the extent reasonable and practicable for their customary responsibilities of research, student consultation and advising.

Eligibility

- Full-time faculty members faced with the additional demands of being the primary care-giver to a newborn child, newly adopted child, new foster care or guardianship placement, or newly-established legal custodial care.
- In all circumstances, only one parent may be considered primarily responsible for the care of the child.
- If both parents could be eligible under this policy, each such eligible faculty member could qualify sequentially for a half semester if the designation of primary responsible parent changed, but the total amount of workload relief would not increase.

Process of Utilizing the Workload Relief Policy

- In the case of childbirth:
 - At least five months before the start of the first semester of relief a faculty member should inform his or her Department Chair by filling out a Workload Relief Form.
 - The form should be submitted to the person responsible at his/her School for processing the request as listed on the Workload Relief contact sheet.

- Details of the workload relief arrangement must be decided in consultation with the Department Chair or, in Schools without departmental organization, with the Dean.
- In the case of adoption, foster care or guardianship, the faculty member should alert the Department Chair or Dean as early as possible.

Salary and Benefits of the Workload Relief Policy – full salary, benefits not specified.

Requirements to Receive a Workload Relief Assignment – not specified.

Pace University

Date Accessed: 12/11/2013

There is no evidence of a return workload policy, though Pace does have a flexible work arrangement policy including teleworking or flextime.

Polytechnic Institute of New York University

Date Accessed: 12/12/2013

There is no evidence of a return workload policy or any flexible work arrangement policies.

Rose-Hulman Institute of Technology

Date Accessed: 12/12/2013

There is no evidence of a return workload policy or any flexible work arrangement policies.

Stevens Institute of Technology

Date Accessed: 12/12/2013

There is no evidence of a return workload policy or any flexible work arrangement policies.

Worcester Polytechnic Institute

Date Accessed: 12/12/2013

Definition of the Return Workload Policy

Eligibility

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Process of Utilizing the Return Workload Policy

Salary and Benefits of the Return Workload Policy

Requirements to Receive a Flexible Workload Assignment